



## California Child Support Automation System (CCSAS)

# Procurement Plan

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## **I. Introduction**

### **A. Purpose of Plan**

The purpose of the Procurement Plan for the California Child Support Automation System (CCSAS) project is to define the activities, processes and procedures to be utilized for procuring a single statewide automated child support system. This plan addresses three objectives:

- Meet the requirements specified in Welfare and Institutions (W & I) Code section 10083<sup>1</sup>.
- Provide the contractor community with consistent and clear information regarding the CCSAS project procurement approach.
- Provide CCSAS project staff with direction regarding the procurement process.

### **B. Scope of Plan**

The provisions of this Procurement Plan shall apply only to those procurements that result in the selection of contractors for the single, statewide automated child support enforcement system, including the procurement of a Statewide Disbursement Unit (SDU). The plan covers procurement activities for the Child Support Enforcement system development and implementation contract and the State Disbursement Unit services contract through contract award. The plan does not apply to the activities for the various administrative and project support procurements which will occur throughout the life of the project.

### **C. Project Background**

On September 24, 1999, Governor Davis signed three major child support bills into law that restructured California's child support enforcement program and required the state to implement a single statewide automated child support system. The legislation created the new Department of Child Support Services (DCSS) and transferred child support program responsibility from the California Department of Social Services (CDSS) to DCSS, effective January 1, 2000. In addition, this legislation transferred responsibility for the statewide automation development project, now referred to as the California Child Support Automation System (CCSAS) project, from California's Health and Human Services Agency Data Center to the Franchise Tax Board (FTB).

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<sup>1</sup> W & I Code section 10083 directs the FTB to develop a procurement plan for this project that employs techniques proven to be successful in Franchise Tax Board's previous technology efforts and incorporates best practices from other government jurisdictions. It also itemizes a number of elements to be included in the procurement plan.

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The Director of the DCSS, Curtis Child, was appointed on January 27, 2000 and the effort to create a new statewide child support program began. As part of his responsibilities, the Director of DCSS functions as the Project Owner of the CCSAS project. The Executive Officer of the FTB, Gerald Goldberg, functions as the Project Agent for the CCSAS project.

One of the specific requirements of Assembly Bill 150 (later chaptered as W & I Code section 10080 et seq.) is the development of a Project Charter prior to the commencement of procurement. A team of representatives from DCSS, FTB and the California Health and Human Services Agency was formed to develop the Charter. The Charter provides a high-level description of Project Scope, Project Governance and Contract Authority, as well as a discussion of the Project Strategies and Approach. The Charter was completed and approved in July 2000 and serves as the foundation for the CCSAS project procurement.

#### D. References

The following items were utilized as references for this Procurement Plan and serve as a foundation for much of the information provided in this document. As such, this material will not be restated in the plan and the reader is directed to the appropriate resource.

- CCSAS Project Charter (<http://www.ftb.ca.gov/other>)
- CCSAS Architectural Overview (<http://www.ftb.ca.gov/other>)
- Performance Based Procurement – Another Model for California (<http://www.ftb.ca.gov/other>)
- W & I Code section 10080 et seq. (<http://www.leginfo.ca.gov/calaw.html>)
- Report 97116, Bureau of State Audits (<http://www.bsa.ca.gov/bsa/pdfs/97116.pdf>)

## **II. Procurement Approach**

### A. Procurement Strategy

Two provisions of W&I Code section 10083 stand out as the key drivers of the CCSAS project procurement strategy. These provisions require that FTB:

- *“...to the extent feasible, use the same sound project management practices that the Franchise Tax Board has developed in successful tax automation efforts.”*
- *“...consider the events and circumstances that contributed to the failure of the SACSS system...”*

The CCSAS project procurement strategy addresses these key provisions through the performance based procurement model. The CCSAS project intends to use a

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performance based procurement model, a form of alternative procurement that has been successfully used by FTB in previous high-risk complex projects. This is a very different procurement model from traditional procurement models used in many system development efforts. The performance based procurement process provides:

- **Strategic Partnerships** - The process establishes partnerships with qualified business partners who have knowledge and expertise in target business and technology arenas. Improved working relationships with contractors can establish long-term, mutually beneficial business relationships based on trust, honest and open communication, and teamwork.
- **Business-Driven Solutions** - The process focuses on obtaining proven solutions to specific business problems and identifying new and innovative ways of achieving business goals. It is a top-down, iterative process of developing and evaluating ideas with the goal of achieving business solutions that are “best of breed.”
- **Best Value Evaluation** - The process results in solutions that provide best value to the state rather than only the lowest cost. This is achieved through an objective method that critically reviews and competitively scores solutions based upon the merits of: quality of solution; risk of implementing the new technology and work processes; and net benefit produced.
- **Performance Based Payments** - The procurement model provides payment to the business partner based on meeting mutually agreed upon and contracted performance measures. The model creates strategic partnerships that result in shared project risks and compensation based upon measured performance and realized value.

FTB believes its procurement strategy will also address some of the lessons learned in California’s previous child support automation projects. Specifically, the strategy addresses concerns regarding project management, investments in planning and requirements, adoption of engineering standards and principles, maximizing the potential for completion, and maximizing and leveraging current technologies. These issues will be addressed through the following elements of the CCSAS project procurement strategy:

- Partners are paid based on meeting mutually agreed upon and contracted performance measures;
  - Time will be allotted in project schedule(s) to conduct business analyses that expose key problems and opportunities;
  - Partner qualification will emphasize past performance with similar contracts;
  - Partners may be required to provide with their proposals specific deliverables that demonstrate their ability to successfully execute their proposed solution;
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- Time will be allotted in the procurement schedule for collaboration and confidential discussions between CCSAS project staff and qualified business partners.

There will be two major procurements for the CCSAS project:

- The first procurement is the Solicitation for Conceptual Proposals (SCP) for the design, development and implementation of the statewide child support enforcement (CSE) system, which will include data conversion and system integration; and
- The second procurement is the Request for Proposals (RFP) for services to implement and operate the State Disbursement Unit (SDU).

#### B. Procurement Timeline

The following activities and milestones will occur in each procurement (i.e., the CSE procurement and the SDU procurement) in the sequence shown below. Since the start dates of each procurement will vary, durations are provided as opposed to actual dates.

<u>Milestones/Activities</u>	<u>Estimated Durations</u>
Establish Qualified Business Partner Pool	
• Request for Interest (RFI) Release	---
• Receive RFI Responses	Three Weeks
• Invitation to Partner (ITP) Release	---
• Receive ITP Responses	Four Weeks
• ITP Response Evaluation	Six Weeks
• Qualified Partner Pool Established	---
Select Partner and Award Contract	
• Conduct Nonconfidential Discussions	Twelve Weeks
• Release SCP/RFP	---
• Conduct Confidential Discussions for SCP/RFP Clarification; Qualified Business Partners Complete Draft Proposals	Four Weeks
• Qualified Business Partners Submit Draft Proposals	---
• Review Draft Proposals to SCP/RFP and Conduct Confidential Discussions Re: Draft Proposals; Qualified Business Partners Complete Final Proposals	Eight Weeks
• Qualified Business Partners Submit Final Proposals	---
• Evaluate Final Proposals; Select Business Partner	Eight Weeks
• Negotiate Contract	Sixteen Weeks
• Obtain Approvals	Eight Weeks

- Award Contract

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### C. Roles and Responsibilities

DCSS and FTB will provide mutual support and ongoing communications to ensure the successful implementation of the CCSAS project. FTB has been delegated responsibility and authority for the procurement, development and implementation of the CCSAS project. DCSS and FTB will work cooperatively throughout the duration of the project. The following table represents the agreed upon procurement roles and responsibilities of FTB as the CCSAS Project Agent, and DCSS as the CCSAS Project Owner. These responsibilities are identified as:

J = Joint/Shared Responsibility  
P = Primary/Lead Responsibility  
S = Support/Participatory Responsibility

<b>Role/Responsibility</b>	<b>FTB</b>	<b>DCSS</b>
Serve as executive liaison and primary point of contact for all project business partners engaged in the development of the CCSAS project	<b>P</b>	
Develop, release, update and administer CCSAS Project Procurement Plan	<b>P</b>	<b>S</b>
Approve CCSAS Project Procurement Plan	<b>J</b>	<b>J</b>
Develop and issue Requests for Interest (RFI) and Invitations to Partner (ITP)	<b>P</b>	<b>S</b>
Develop ITP qualification criteria	<b>P</b>	<b>S</b>
Respond to all protests pursuant to W & I Code section 10083(f)	<b>P</b>	
Select Qualified Partner Pool	<b>P</b>	<b>S</b>
Develop proposal evaluation and selection criteria and plan	<b>P</b>	<b>S</b>
Approve proposal evaluation and selection criteria and plan	<b>J</b>	<b>J</b>
Obtain federal approval of proposal evaluation and selection criteria	<b>S</b>	<b>P</b>
Develop proposal evaluation plan and strategy	<b>P</b>	<b>S</b>
Develop SCP/RFP	<b>P</b>	<b>S</b>
Schedule and conduct all qualified business partner discussions	<b>P</b>	<b>S</b>
Obtain state approval of procurement document	<b>P</b>	<b>S</b>
Obtain federal approval of procurement document	<b>S</b>	<b>P</b>

<b>Role/Responsibility</b>	<b>FTB</b>	<b>DCSS</b>
Issue the approved procurement document to all qualified business partners	<b>P</b>	
Receive all responses to the procurement document from qualified business partners	<b>P</b>	
Evaluate all responses to the procurement document	<b>P</b>	<b>S</b>
Select business partners and complete process to issue Intent to Enter into Contract Negotiations (SCP process only)	<b>P</b>	<b>S</b>
Debrief qualified business partners not selected for contracts	<b>P</b>	<b>S</b>
Respond to all qualified business partners' inquiries and requests	<b>P</b>	
Conduct negotiation of contract terms and conditions with selected business partners	<b>P</b>	<b>S</b>
Provide final approval of contractual terms and conditions	<b>P</b>	
Submit contracts with business partners for federal approval (with IAPD)	<b>S</b>	<b>P</b>
Submit contracts for state approvals	<b>P</b>	<b>S</b>
Issue Intent to Award	<b>P</b>	
Award and execute contracts	<b>P</b>	

### **III. Establishment of Qualified Business Partner Pool**

#### **A. Request for Interest**

The Request for Interest (RFI) is an announcement which provides a high level background of the project and the procurement strategy. The purpose of the RFI is to inform contractors of our intent to establish Qualified Partner Pools for each procurement and to provide information regarding how contractors can notify FTB of their interest. Announcements for each procurement will be posted in the California State Contracts Register.

#### **B. Invitation to Partner**

For each procurement, an Invitation to Partner (ITP) will be sent to parties that have expressed an interest. The ITP will include the qualification guidelines. CCSAS staff will be available to respond to contractors' written requests for clarification of instructions and interpretations of qualification instructions. Once the business partners are qualified, they will sign a Quality Partnering Agreement with the FTB.



Potential business partners may form teams with other contractors for purposes of qualification. If a business partner team is planning to qualify as a qualified business partner team, the team must meet the qualifying criteria as a whole. In such instances, the CCSAS project will require the designation of a lead qualified business partner who will also serve as the prime contractor if their response to SCP/RFP is selected.<sup>2</sup> The lead business partner is accountable for the entire response to the Invitation to Partner. The CCSAS project staff will only communicate with the lead business partner of the qualified business partner team. If the composition of the team changes after qualification, the team may be required to re-qualify to continue participation.

There will be two ITPs developed for the CCSAS Project. The first ITP will encompass the design, development and implementation of the statewide child support enforcement (CSE) system, which will include data conversion and system integration. The second ITP will encompass the SDU.

### C. Qualification Guidelines

Partners are qualified based upon pre-defined qualification criteria, such as those described in the following table. The specific criteria for a particular procurement are detailed in that procurement's Invitation to Partner.

POTENTIAL CRITERION	DESCRIPTION
Relevant Experience	Addresses the potential partners' experience that is relevant to this procurement—e.g. child support and data conversion.
Past Performance	Potential partners must show that they have successfully completed development of significant information technology systems.
Partnering Ability	Potential partners must demonstrate their willingness and ability to work cooperatively with their customers on significant projects.
Financial Status	Requires that potential partners show that they have the financial resources to successfully complete a large, performance based contract.

Each ITP respondent is provided ample opportunity to qualify for a Partner Pool. If a qualification deficiency is identified, CCSAS staff will contact the contractor to request additional information. When the Qualification Team determines that a contractor is qualified, CCSAS management is notified. Once CCSAS management has been notified, qualified business partners are notified in writing.

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<sup>2</sup> The definition of prime contractor pursuant to Public Contract Code section 4113: "Prime contractor" shall mean the contractor who contracts directly with the awarding authority.

When CCSAS project staff has made a final determination on the qualification of business partners for each of the partner pools, a notification will be mailed to all ITP respondents. Results of the qualification process will be published on the CCSAS project website. Qualified business partners may be requested to make brief presentations regarding their qualifications to CCSAS management.

#### D. Nonconfidential Discussions

The purpose of the nonconfidential discussions that are held within each procurement is to allow for a period of information exchange between the qualified partner pool and CCSAS project staff to achieve a basic understanding of the business needs, describe performance expectations, develop realistic contractual requirements, and discuss the performance and compensation model. It is during this period the solicitation document and the proposal evaluation criteria are developed.

### **IV. Procurement Documents: SCP and RFP**

The SCP/RFP is a formal written document provided to the qualified business partners asking for proposals to partner with the CCSAS project to design, develop, convert, test, implement, and maintain a solution to the existing problem. Qualified business partners develop their draft proposals from the procurement document and may refine their proposals during confidential discussions with CCSAS project staff.

#### A. SCP/RFP Content

Each SCP/RFP describes the business and contractual requirements of the system being procured and establishes the CCSAS project expectations for how the project will be planned, executed and managed.

Each SCP/RFP includes the Business Problem Statement, Business Requirements Document, contractual requirements, and other information that may include: technical information; required proposal content and format; required project management and system development standards and methodologies; proposal evaluation criteria; expected deliverables; and proposed compensation model.

#### B. Approvals by Control Agencies

Utilizing the information obtained from the nonconfidential discussions, CCSAS project staff will finalize the solicitation document, proposal evaluation criteria, and proposal evaluation plans, and will submit them to the designated federal and state control agencies for review and approval.

#### C. Release of SCP/RFP

Once the SCP/RFPs are approved, CCSAS project staff will release them to the qualified business partners. In the event changes to the procurement document become necessary, CCSAS project staff will prepare addenda, obtain any necessary federal and state control agency approvals, and distribute the addenda to the qualified business partners.

**D. Intent to Respond**

Qualified business partners who plan to participate in the SCP/RFP process will submit a "Letter of Intent to Respond". Business partners submitting a "Letter of Intent to Respond" to the solicitation document will receive correspondence regarding these procurements, and may participate in additional nonconfidential discussions.

**V. Response to SCP/RFP**

**A. Pre-Proposal Discussions**

Once the procurement document has been released, qualified business partners may have discussions with CCSAS project staff regarding questions about the procurement document or aspects of the proposal they may be developing. These discussions may be either confidential or nonconfidential, depending upon the nature of the subject matter.

**B. Draft Proposal and Confidential Discussions**

The CSE procurement utilizes a Draft Proposal Phase which includes confidential discussions with QBP's. The Draft Proposal Phase is an iterative, conversational mode of proposal development. It requires the CCSAS Project, working together in confidence with each QBP, to discuss the QBP's proposed methods of meeting the State's needs as reflected in the SCP. The Draft Proposal Phase allows each QBP to provide a detailed description of its proposal and get feedback from the CCSAS Project. The CCSAS Project may identify its concerns and express its reservations if a particular requirement is not met.

For the CSE procurement, the draft proposal serves as the basis for confidential discussions with CCSAS project staff regarding the proposed solution. CCSAS project staff reviews the draft proposals in preparation for confidential discussions with the qualified business partner which focuses on:

- The proposal's ability to meet or exceed the business requirements and/or statements of work, including functional and technical requirements
- The solution's reasonableness and ability to achieve the benefits/revenues projected by the business partner

- The overall impact of the proposal including compatibility with architecture standards, ease of use, maintainability, and security and integrity requirements
- How the proposal might lend itself to the application of the proposed performance plan and compensation model.

Through the draft proposal and during confidential discussions, qualified business partners have opportunities to bring forward innovative ideas that attempt to satisfy the goals of the statewide system. This is an interactive process designed to increase each partner's understanding of the CCSAS project's business requirements and/or statements of work of that particular SCP and to ensure that CCSAS project staff clearly understand each partner's proposal to that SCP. In the event that the confidential discussions disclose to CCSAS project staff the need to modify the SCP, staff will amend the SCP and distribute it to all qualified business partners.

The SDU procurement utilizes the multi-step procurement procedures described in State Administrative Manual section 5216 through 5216.8. Just as in the CSE procurement, the SDU QBPs are provided the opportunity to submit a Compliance Phase proposal to the CCSAS Project for review and comment. The CCSAS Project will discuss with each vendor the Compliance Phase proposal before it becomes unalterable and irrevocable. During the Compliance Phase, the QBPs are given the opportunity to get feedback from CCSAS Project to:

- determine if their conceptual proposal is on track,
- recommend potential modification of contract provisions, and
- obtain guidance regarding whether the proposal adequately meets technical and administrative requirements.

The Final Proposal Phase follows the Compliance Phase. During the Final Proposal Phase, the QBPs may submit a Draft Proposal complete in every respect with the exception of cost information. The CCSAS Project will review submitted Draft Proposals to catch and correct administrative and clerical errors that could cause the proposal to be rejected. The Final Proposal Phase does not include confidential discussions and is of a much shorter duration than the Compliance Phase. The CCSAS Project does not warrant that its review during the Final Proposal Phase will detect all defects in each Draft Proposal.

### C. Final Proposal

For each procurement, the final proposal is a mandatory step for all qualified business partners. Participation in nonconfidential discussions, draft proposals, and confidential discussions is optional. However, all qualified business partners are strongly encouraged to follow the scheduled steps of this procurement to increase

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the chance of submitting a compliant final proposal. The final proposal will consist of two separately sealed components. The first component (the non-cost component) will include the proposed solution and all documents necessary to fully comply with the administrative requirements and technical requirements and/or statements of work. The second component will include the proposed costs and other required cost data. All elements of the qualified business partner's solution to a CCSAS project procurement must appear in the final proposal. The sealed proposal may not be altered by CCSAS project staff. However, at any time prior to the deadline for submission of the final proposal, a qualified business partner may withdraw the proposal and may submit a replacement.

## **VI. Partner Selection and Award**

### **A. "Best Value" Evaluation**

For each procurement, the evaluation teams evaluate the Final Proposals for "Best Value" based on a number of factors, from the impact of the proposal on the business and technical programs, to the benefits expected. This approach assumes the CCSAS project will accept a proposal in its entirety.

Proposal evaluation criteria provide the means to ensure that the best proposal for each procurement is selected from among the candidate proposals. The best CSE proposal is one that is cost-effective, technically feasible and can be implemented. Implementation depends on technical feasibility and the ability of the qualified business partner to manage the project and partner with the CCSAS project. The best SDU proposal is the one that is cost effective, and provides the required services in the required timeframe. These elements of a proposal can be categorized under the considerations of project management, technical solution, statements of work, feasibility and cost as well as other elements further defined in the procurement document. Evaluation criteria and scoring methodology will be defined in detail in the procurement document.

### **B. Proposal Selection**

For each procurement, an evaluation team will review all final proposal packages. The team will base its evaluation solely on the information submitted in the two sealed proposal components and information from references identified in the proposal.

The evaluation team will review the final proposals for business partner compliance with the requirements of the SCP/RFP. The evaluation team will then score each compliant proposal according to the "best value" methodology defined in the procurement document. The evaluation team will first score the non-cost component. Scores for the first component will be made public prior to opening the

cost component. After cost opening, the evaluation team will score the cost component and combine the cost score with the score for the non-cost component to arrive at the “best value” score.

The proposal evaluation process will be monitored by the Bureau of State Audits to ensure that the selected business partner/service provider is chosen according to the selection methodology in the procurement document and that the evaluation process is carried out without bias or favoritism toward any bidder.

#### C. Proposal Evaluation Recommendation

The evaluation team will prepare an Evaluation Recommendation based on the results of the evaluation process. This recommendation along with any required supporting documentation, will be sent to the Project Agent for approval. The selected business partner/service provider may be asked to give a formal presentation of the proposed solution to the CCSAS Project Owner and Agent for information purposes.

#### D. Letter of Intent to Enter into Contract Negotiations (SCP Process only)

After selection of the business partner for the CSE System procurement, CCSAS project staff will notify all qualified business partners via the Letter of Intent to Enter into Contract Negotiations. After release of the Letter of Intent to Enter into Contract Negotiations, CCSAS project staff will debrief partners individually on selection rationale in confidential meetings.

#### E. Contract Negotiations

For the CSE System procurement, contract negotiations with the selected business partner will determine terms and conditions including items such as the development and implementation schedule, required deliverables, acceptance criteria, performance measures, compensation model and final baseline of business requirements.

For the SDU procurement, contract negotiations do not occur following selection. Instead, QBPs examine the CCSAS model contract attached to the RFP. During the Compliance Phase of the procurement, QBPs are given the opportunity to request modifications to the model contract as necessary to satisfy pricing policies unique to their proposal. CCSAS may seek approval of Department of General Services of requested contract change.

#### F. Letter of Intent to Award

Once a contract has been negotiated for the CSE System procurement, CCSAS project staff will submit it and the associated project planning

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documents (e.g. Feasibility Study Report, Implementation Advance Planning Document) for approval by the designated federal and state control agencies. Upon approval of the contract and the planning documents by the control agencies, the contract is awarded.

For the SDU procurement, CCSAS project staff will submit the contract for approval by the control agencies, after the evaluation and selection of the best value proposal. Upon approval of the contract by the control agencies, the contract is awarded.

CCSAS project staff will send a *“Letter of Intent to Award”* to all qualified business partners. CCSAS project staff will debrief partners individually on selection rationale in confidential meetings after contract award at the request of any partner. Project staff will provide copies of final proposals upon written request in accordance with Public Contract Code and the California Public Records Act. Qualified business partners will have the opportunity to redact any trade secret or proprietary information prior to release of their final proposal to any requestor.

## **VII. Protest Procedure**

Qualified business partners should take note that W & I Code section 10083 provides unique protest procedures for contracts for the CCSAS project. The statutory protest procedures are abbreviated and allow contract award pending determination of the protest. Specifically, W&I Code section 10083(f) provides:

*Notwithstanding any other provision of law, the procurements for all design, development, implementation, maintenance, and operation of the California Child Support Automation System and any bid protest conducted under this chapter shall be subject to the following procedures:*

*(1) The Executive Officer of the Franchise Tax Board, or his or her designee, may consider and decide initial protests. A decision regarding initial protests shall be final.*

*(2) A contract may be entered into pending a final decision on a protest. The protest shall not prevent the commencement of work in accordance with the terms of the contract awarded.*

*(3) Protests shall be limited to participating bidders.*

*(4) A protest shall be filed within five days of the posting of the notice of the award. The Department of General Services (DGS) shall review a protest within seven days of the filing date. If DGS finds that a protest is clearly insufficient on its face, entirely without merit, or outside the scope of*

*permissible protest, it may make a final disposition of the protest.*

*(5) The Director of DGS shall issue a ruling within a period not to exceed 45 days from the date the protest is filed.*

*(6) Grounds to protest under this section shall be limited to violations of the solicitation procedures resulting in the protestant's proposal not being selected. These grounds shall be stated in the solicitation document with the protest procedures.*

*(7) Any bidder that has filed a protest that is determined by DGS to be clearly insufficient on its face, entirely without merit, or outside the scope of permissible protest shall not be eligible to participate in solicitations conducted under this section.*

## **VIII. Performance Measurements and Compensation Approach**

The CCSAS project will employ Performance Based contracts. In Performance Based contracts, acceptance of a deliverable does not necessarily provide the basis for payment. The procurement model provides payment to the business partner based on meeting mutually agreed upon and contracted performance measures. It creates strategic partnerships that result in shared project risks and compensation based upon measured performance and realized value.

A high level discussion of the performance characteristics being considered is provided in the CCSAS Project Charter. Additional information regarding performance measures will be included in the procurement document.

## **IX. Rules of Engagement**

Subsequent procurement documents will provide the CCSAS project rules of engagement. These rules may include, but are not limited to:

- Recording and transcription of meetings
- Participation in nonconfidential partner pool meetings
- Participation in confidential partner pool meetings
- Notice of meetings and agendas
- Attendance by observers



**Appendix A: PROCUREMENT PLAN GLOSSARY**

Administrative Requirement	Requirements that pertain to doing business with the State of California or the federal government, e.g. compliance with the Americans with Disabilities Act.
Bureau of State Audits (BSA)	Serves as the state's independent external auditor to provide independent, nonpartisan, accurate, and timely assessments of California government's financial and operational activities in compliance with generally accepted government auditing standards.
Business Partner	A firm that has been selected as a business partner as a result of the evaluation of a proposal submitted in response to the procurement processes.
Business Problem Statement	A textual description of the business problem(s) that the statewide system must solve contained within the procurement document and related to the compensation model.
Business Requirement Document	Method of communicating functional and technical requirements in the procurement document, which includes information on external agency interfaces, conceptual data models and types of users.
CCSAS Project Staff	Staff of the Franchise Tax Board and Department of Child Support Services who are employed on or support the CCSAS project. As it applies to procurement activities, this includes staff of the departmental Procurement and Asset Management Section.
Compensation Model	The compensation criteria (i.e., performance measure, payment schedule and payment amount).

Confidential Discussion	Individual discussions held between CCSAS project staff and a qualified business partner to increase understanding of the business requirements and the proposed solution. These discussions occur after the release of the Solicitation for Conceptual Proposals/Request for Proposals and may be associated with the submission of a draft proposal by the partner.
Contractor	A business entity that may be interested in becoming a qualified business partner and may respond to the Request for Interest.
Contractual Requirement	The work that must be performed by the business partner, including constraints on how the work is performed, the physical products to be delivered, and the criteria and model for compensation. For the purpose of the Procurement Plan, this does not include administrative items.
Evaluation Team	The staff responsible for the evaluation of proposals submitted by qualified business partners in response to the procurement.
Functional Requirement	A non-technical capability of the statewide system that relates directly to the business of child support and is unrelated to the statewide system management or infrastructure needs required to carry out the business of child support.
Invitation to Partner (ITP)	A document that is released to the contracting community describing the qualifications for becoming a qualified business partner for a particular procurement.
ITP Respondent	A contractor who has responded to the ITP and submitted the required information for qualification.

Letter of Intent to Respond	Required notice from a business partner indicating that they: (1) plan to participate in the ITP; and/or (2) plan to participate in the Solicitation for Conceptual Proposals/Request for Proposals and want to receive a copy of the document.
Nonconfidential Discussion	Informational discussions held between CCSAS project staff and all qualified business partners which will begin after the qualified Partner Pool has been selected but before the procurement document has been released.
Performance Measure	Criteria for compensating a business partner that assesses whether or not the provided service solves the business problem defined in the procurement document.
Qualification Team	The CCSAS project staff responsible for evaluating the qualification of ITP respondents to determine which respondents should be selected as qualified business partners.
Qualified Business Partner	The term for a firm that has been qualified for the Partner Pool as a result of the response to the Invitation to Partner process.
Qualified Partner Pool	The pool of all business partners determined to be qualified to participate in the CCSAS project procurement.
Request for Interest (RFI)	An advertisement which is published to inform contractors of the CCSAS project's intent to establish Qualified Partner Pools for each procurement and to provide information regarding how contractors can notify FTB of their interest.

Request for Proposals (RFP)	The solicitation document prepared by the CCSAS Project that is provided to a pool of Qualified Business Partners. The RFP document states the requirements or specifications in a more general nature describing the problem to be solved or the goal to be achieved. The RFP seeks an answer to the following: "Here is what we wish to accomplish. Here are the qualification requirements, performance specifications, time frames, and other requirements that must be met. How would you accomplish the job for us and for how much?"
Service Provider (SP)	The firm awarded State Disbursement Unit (SDU) contract following the evaluation and selection of SDU proposals submitted by qualified business partners.
Solicitation for Conceptual Proposals (SCP)	A formal written document provided to the qualified business partners asking for proposals to partner with the CCSAS project to design, develop, convert, test, implement, and maintain a solution to the existing problem.
Statement of Work	Defines contractually required services or products, or constraints on those services of products.
Technical Requirement	Any requirement not directly traceable to a business process but which is a required attribute of the system.